

**CALIFORNIA WORKFORCE INVESTMENT BOARD
STRATEGIC PLAN
PROGRAM YEAR 2003-2004**

The California Workforce Investment Board (State Board) will deliver on the following priorities during the program year 2003-04 year:

- **Information**—*Produce new regional reports on economic and employment trends to help system partners meet changing needs in workforce development.*
- **Collaboration**—*Create and advocate a new Federal Legislative Agenda, launch a marketing campaign for the one-stop system, and strengthen relationships with employers, local Boards, and the State Legislature, forging partnerships to work for a better system.*
- **Innovation**—*Become a catalyst for innovation throughout the system by creating a new source of information about innovative practices in workforce development, formally recognizing and celebrating local and regional innovations in California, and designing a new Breakthrough Innovation Fund.*
- **Quality and Performance**—*Improve the PBA system to enhance utility and continuous improvement across workforce preparation programs statewide. Continually monitor and assess the impacts of WIA and other state and federal performance mandates on the PBA System.*
- **Administrative Excellence**—*Obtain a new Executive Order clarifying the Board's role within the new State Labor and Workforce Development Agency, and adopt new policies to clarify Board roles and responsibilities and to improve Board effectiveness.*
- **Youth**—*Create a comprehensive Youth Plan, encourage local youth councils to adopt "All Youth—One System", and become a statewide resource and database for youth.*

INTRODUCTION

This document is the Strategic Plan for the California Workforce Investment Board (State Board) for the fiscal year 2003-2004. The Plan has been updated and revised to reflect the many changing economic and policy conditions of the past year. Its purpose is to provide a clear roadmap for the focus and actions of the State Board and staff in the coming year. It is intended to result in clear, measurable outcomes that will provide value to the many customers and beneficiaries of the workforce development system.

The 2003-2004 Plan identifies the high level priorities that will shape the State Board's work plan over the coming year. These priorities were identified during the State Board's second annual Strategic Planning Seminar held in February 2003 at the University of California Los Angeles (UCLA), and were further refined by the State Board's Planning Team, staff, and partners. The action priorities for 2003-2004 will be carried out within the framework of the Strategic Plan's original five goals, which were validated by the State Board members at the UCLA seminar. A sixth goal was added to reflect the importance of youth activities and the role of the State Youth Council.

See www.calwia.org for a copy of the California Workforce Investment Board 2002-2003 Strategic Plan and a full description of the background on the development of last year's plan.

BACKGROUND

The State Board's 2003 Strategic Planning Seminar took place at a very challenging time. While the State Board had taken several important steps in meeting the strategic goals and priorities adopted in May 2002, it is faced with new realities that will shape the work in the coming year. These new realities – both economic and governmental – include a national economic slowdown, a war, a state budget crisis, the reauthorization of the Workforce Investment Act in July 2003, proposed federal cuts in the State's allocation of Workforce Investment Act funds for 2003-2004, the creation of the State Labor and Workforce Development Agency, and the launching by the Governor of several Jobs Initiatives.

Given these realities, the State Board acknowledges that its work must bring the highest value and most effective use of resources for its customers and communities. At the UCLA Seminar, the State Board heard from national workforce development experts that its Plan is very creative and that it captures the key areas that workforce policy should be addressing.

However, the State Board needs to bring greater clarity to its focus, and where it will strive for the greatest value-added. There are a large number of ongoing activities that constitute the work of the State Board and staff - and many of these will continue because they are required for the State Board to fulfill its designated oversight and policy roles. The State Board was urged to separate out and handle more efficiently the "ministerial" functions associated with WIA compliance and other systems oversight responsibilities, and to identify a few core, high priority issues on which the State Board can create a clear path for action and achieve significant outcomes.

As with last year's Strategic Plan, this approach recognizes that the State Board's role is not to deliver services or manage agencies. Rather, it is to use its influence and leverage through its policy role to help define the broader goals of the overall system in achieving success, to work with its partners to achieve this success, and hold all parties – itself included – accountable for achieving success.

VISION AND MISSION FOR WORKFORCE DEVELOPMENT AND INVESTMENT

The California Workforce Investment Board adopted the following Vision Statement in December 2000:

“In order to achieve sustainable economic growth, meet the demands of global competition in the modern economy, and improve the quality of life for all Californians, California shall have a comprehensive workforce development system of education and workforce preparation linked to economic development that sets the standard for the nation and the world.”

At the February 2002 Strategic Planning Seminar, the State Board elaborated on this vision by identifying its aspiration for success of the overall workforce development system five years from now. Aspirations included the role of workforce development and investment as a central means to increase widely-shared economic opportunity, to decrease poverty and income inequality, and to prepare a world-class labor force essential for innovation, competitiveness, and the leadership position of the California economy.

These aspirations are far broader than WIA program impacts. They reflect the commitment of the State Board that the State’s workforce development resources, policies and activities have the greatest possible return on investment, and that the State Board has a leadership role in making this happen. This commitment continues in the Strategic Plan for 2003-2004, affirming its mission:

“To provide strong leadership in achieving the success of the overall workforce development system, for the benefit of all California – its people, businesses and communities.”

STRATEGIC GOALS FOR 2003-2004

The ongoing success of California's workforce development system depends on the quality of its inputs, operations, and outcomes. The State Board will improve the quality in each of these areas by making clear and measurable progress toward achieving six high-priority goals. Each goal area has a Board Leader, and the leaders will work as a team with the State Board's Chair and Co-Chair to organize State Board activities and oversee staff activities to ensure linkage and integration of the individual goals to achieve the overall priorities of the State Board.

The six goals of the State Board's Plan for 2003-2004 are:

- 1. To ensure that all partners have the most timely, relevant information about changing workforce needs and investment opportunities.*
- 2. To be an effective partner and advocate, and bring system partners together.*
- 3. To create, nurture and reward a culture of innovation.*
- 4. To raise the quality of the "Field of Practice" and performance of the overall workforce development system.*
- 5. To ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals.*
- 6. To provide leadership on Youth Issues.*

STRATEGIC PLAN PRIORITIES FOR 2003-2004

To achieve these goals, the State Board's Chair, Co-Chair, Goal Area Leaders, consultants and staff refined and clarified the input from the February 2003 Strategic Planning Seminar, which has been integrated with the ongoing work of the State Board. The resulting high level priorities for the State Board's 2003-2004 Work Plan will be reviewed by all Board members at the May 21 Board meeting, and after discussion and revision, will be adopted for implementation in the coming year.

Goal # 1 – Information - Insure the most timely, relevant information about changing workforce needs and investment opportunities. Goal Area Leader: Kathleen Milnes

The Board will address this goal by working through the State Board's Council of Economic Advisors and the California Regional Economies Project (a Department of Technology, Trade and Commerce project funded by the State Board through an interagency agreement) to:

- *Deliver regional reports on economic and employment trends.* Includes developing and widely disseminating timely and new regional economic information and products (economic base analyses, cluster studies, monographs, current research) to the State Board, the Economic Strategy Panel, the Governor, local Workforce Investment Boards and partners, employers, State Agency partners, the Legislature and others.
- *Create new mechanisms and processes to engage regional leaders in the workforce field.* These include assisting local WIBs, employers and employer organizations, economic development organizations, K-12 and all segments of the higher education system, and other regional civic organizations in understanding economic and workforce data, analyzing the implications of that data for local and regional workforce and economic policies and programs, and providing "bottoms-up" guidance to the State Board on state workforce policies and programs.

Other Objectives:

- Identify and compare 15% projects involving research and data collection, and how to best use/link to other work within this goal area
- Work with the Labor Market Information Division (LMID) and the Labor and Workforce Development Agency to integrate EDD and DIR data and to produce more useful labor market information products
- Improve access to LMID and related data

Goal #2 – Collaboration – Be an effective partner and advocate, and bring system partners together. Goal Area Leader: Scott Hauge

The Board's priorities related to this goal include: Taking a leadership role regarding workforce policy and legislation; Strengthening employer services; Marketing One-Stops and the One-Stop system; and Building stronger relationships with Local Boards and the private sector. Priority actions to advance this goal include:

- *Create and advocate a Federal Legislative Agenda for WIA Reauthorization and proposed 2003-2004 WIA funding allocations, working with system partners.*
- *Launch a marketing campaign for the One-Stop System.*
- *Define priority employer services, do outreach to system users, and develop an employer services performance measure.*
- *Strengthen the relationship with local Board chairs and employer participation.*
- *Develop and implement an outreach, accountability and partnership strategy with the State Legislature.*

Other Objectives:

- Update and modify the State's Five Year Workforce Investment Plan within the context of impending changes from the WIA Reauthorization process
- Lay the groundwork for comprehensive workforce system planning in the next program year

Goal #3 – Innovation – Create, nurture, and reward a culture of innovation. Goal Area Leader: Warren Jackson

This area had a work group last year that developed a foundation for this year's work, which is proposed as a two-year process. An Innovation Officer has been appointed to assist the Board in this goal area. Priority actions are:

- *Become a new source of information about innovative practices.* Research, gather information including from outreach to local Boards, partners and other areas, and disseminate information on innovation and promising practices – including web-based.
- *Recognize innovative practices in California.* Develop opportunities for recognizing effective innovations and promising practices, including activities and events.
- *Design a "Breakthrough" Innovation Fund,* including the framework for criteria and operations, which could be implemented in the following program year (2004-2005). The Fund could be a focus for the 15% funds, for "breakthrough" projects.

Other Objectives:

- Conduct review of 15% projects to identify innovations and promising practices
- Help leverage other funds (e.g., philanthropic resources) to support innovation in the field

Goal #4 – Quality and Performance – Raise the Quality of the "Field of Practice" and Performance of the Overall Workforce Development System. Goal Area Leader: Victor Franco

Some of the work in this goal occurs under the guidance of the Performance Based Accountability (PBA) Committee. Work is being broadened and priorities in this area are:

- *Support Performance Excellence.* Improve access to and utility of the PBA System for increased accountability and program improvement. Continually monitor and assess the impacts of WIA and other state and federal performance mandates on the PBA System. Encourage the inclusion of customer satisfaction measures in the One-Stop System.
- *Enhance partnerships with workforce preparation programs, departments and agencies as valued stakeholders in the PBA System.*
- *Become a data and information clearinghouse for workforce preparation program performance measurement.*

Other Objectives:

- Publish and disseminate the Fourth Annual PBA Report
- Conduct WIA System Evaluation
- Develop One Stop Certification Recommendations

Goal #5 – Administrative Excellence – Ensure administrative excellence, including compliance with WIA requirements, to support achievement of all goals. Goal Area Leader: Art Pulaski

This area encompasses several issues that relate to the Board's roles, functions and operations, some of which are priority actions the Board's Strategic Planning Group will work on together, guided by the Goal Area Leaders and Board staff. Priorities are:

- *Obtain a new Executive Order to clarify the Board's role* and achieve alignment within the Labor and Workforce Development Agency, resolving Board organizational structure issues, including Bylaw revision; complete Protocols on Roles and Responsibilities and submit report to the Legislature.
- *Adopt new policies to improve Board effectiveness.* Create an Ad Hoc Committee to assist the Board with a Business Plan to deal with issues such as: Policy role, Board Composition, Engagement, Participation Requirements, Consent Calendar, etc.

Other Objectives:

- Develop Administrative Calendar for WIA compliance and related tasks
- Develop a Matrix of Accomplishments to assist the Board in tracking the progress regarding implementation of the Strategic Plan
- Schedule and implement the 2004-2005 Board Planning Seminar

Goal #6 – Youth - Leadership on Youth Issues. Goal Area Leader: Ken Burt

This goal was added at the February 2003 Strategic Planning Seminar, to acknowledge and integrate the work of the State Youth Council with the overall work of the State Board. Priorities include:

- *Create a comprehensive Youth Plan for the State.*
- *Provide capacity for the local youth councils to implement "All Youth – One System" framework.*
- *Establish the Youth Voice Network.*

Other Objectives:

- Develop a database to describe California's youth population
- Develop a statewide resource and services database for youth
- Promote youth involvement in local youth councils

CONCLUSION

Upon adoption of these priorities by the full State Board, staff will work with the Goal Area Leaders to develop specific work plans to carry out these priorities, building on the work that staff has been doing over the past few months to align existing and planned activities within the framework of the goal areas. The work will be conducted by staff, Board members and workforce partners through workgroups, committees, the Youth Council, and interagency agreements. One of the Goal Leader's role will be to engage Board members and partners in the work that relates to specific goal areas, and working as a team to ensure that work is integrated across the goal areas, as well as meeting the State Board's overall priorities.